PMBOK® 7e Update for CPM 4e Chapter 7 Scope Planning

PMBOK® 7e Domains Impacting Chapter 7

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Team

To develop an effective scope plan, it is essential that the project team must work together with key stakeholders by establishing a culture of collaboration. They must work productively with stakeholders in spite of diversity and irrespective of virtual means of communication. Within the team, it is desirable to have a safe, non-judgmental environment that provides transparency, integrity, respect, positive dialogue, support, courage (to make a suggestion or disagree) while working on scope planning.

Development Approach

Scope planning differs considerably in predictive and adaptive development approaches, and the key factor that differentiates this approach is the uncertainty associated with requirements. In a predictive approach, scope can be defined with less ambiguity at the start of the project. Consequently, a detailed scope planning would be possible and the scope plan would help define schedule, cost, and risks. When uncertainty and risks are associated with defining requirements or volatility exists in requirements, an adaptive (incremental or iterative) development approach is preferred. This approach would be useful for narrowing down requirements and investigating various options.

Planning

Deliverables influence scope planning. In a predictive planning approach, it is possible to define high-level deliverables and then decompose them with a WBS down to an activity level. When requirements are unclear, an adaptive approach is used for planning, and high-level themes or epics are used to develop features which are further decomposed into stories and backlog items. This approach would reduce waste.

Delivery

Scope is the sum of all deliverables and work needed to produce them. WBS is used in a predictive plan approach to define and develop details about the scope and requirements that can be defined in definite terms. When

requirements are associated with uncertainty, themes are developed, which are further translated into epics which are collections of user stories that are too large to be completed in one iteration. Epics may be decomp[osed into features which are sets of requirements. Each feature in turn will have multiple user stories. A user story is a brief description of an outcome for a specific user. The story is a clear and concise representation of a requirement written from the end user's perspective.

Measurement

If scope planning identifies requirements unambiguously, completion of requirements can be assessed using acceptance criteria, technical performance measures, and "definition of done" . Baseline parameters are used in a predictive development approach for measurement. Promised business value and benefits are measured in an adaptive approach, and these are becoming relevant for even the predictive approach.

Uncertainty

Uncertainties associated with requirements can be a hindrance to developing an effective scope plan. Ambiguity, volatility, complexity, and risk are some of the factors which, if associated with requirements, would compel the project team to employ an adaptive approach. In a predictive approach, it is our aim to minimize uncertainty further with a detailed project plan and risk management plan.